



Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at DgCConsultancy@defra.gov.uk

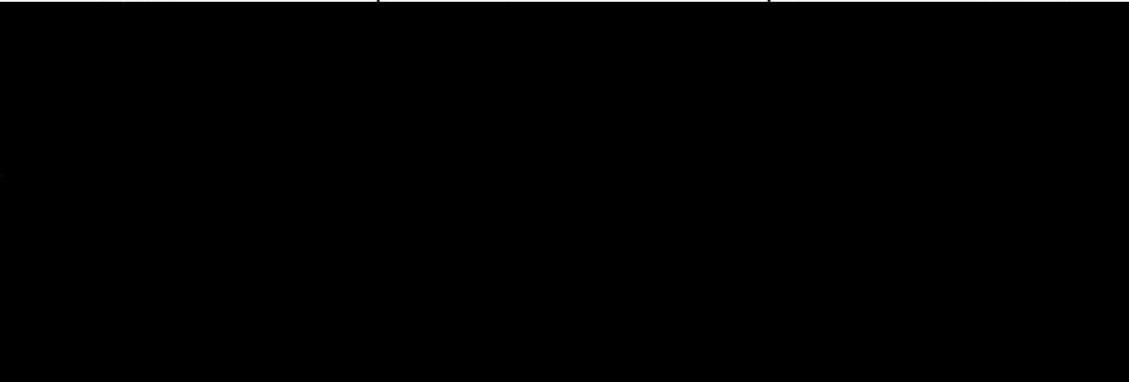
Engagement details					
Engagement ref #	DPEL_61539_018				
Extension?	N	DPEL Ref.	N/A		
Business Area	DEFRA Water Quality				
Programme / Project	Storm Overflows				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte LLP				
Title	Storm Overflows Public Consultation Response Analysis				
Short description	<p>This Engagement shall require the Supplier to conduct an analysis of the public responses received to the Storm Overflows Discharge Reduction Plan public consultation and summarise the findings in interim and final reports.</p> <p>Analysis of the consultation responses will be provided to Defra to facilitate its considerations as Defra finalises policy proposals and prepares a government response to consultation. Those policies and governmental response do not form part of this Engagement in themselves. The Deliverables will inform the government response.</p>				
Engagement start / end date	31st March 2022	24 th June 2022			
Funding source	[REDACTED]				
Expected costs 21/22	Scenario	FY 21/22			
	75,000 Responses	£35,000			
	150,000 Responses	£35,000			
Expected costs 22/23	Scenario	FY 22/23			
	75,000 Responses	£195,000 - £300,000			
	150,000 Responses	£265,000 - £405,000			
Expected costs 23/24	£0				
Dept. PO reference	To be generated once DPEL is finalised				
Lot #	Lot 1				
Version #	0.1				

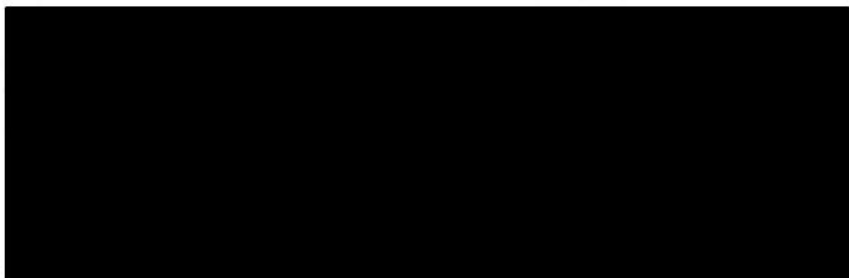
Approval of Project Engagement Letter



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By signing and returning this cover note, Defra Water Quality accepts the contents of this Project Engagement Letter as being the services required and agrees for the Supplier to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
		
31st March 2022	31st March 2022	31st March 2022
Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	Business Area signs front page and sends to DgC	On approval, DgC signs and returns copy to Business Area and Supplier



1. Background



This Engagement requires the Supplier to analyse public responses received to the Storm Overflows Discharge Reduction Plan public consultation and summarise the findings in interim and final reports.

Defra has a Storm Overflows programme which is developing a proposed suite of long-term, legally-binding measures to reduce harm from storm overflows. Timely and effective completion of this Engagement scope shall be used to inform a statutory plan to reduce discharges from storm overflows and their adverse impacts and a report setting out the actions that would be needed to eliminate discharges from storm overflows in England, and the costs and benefits of those actions.

DEFRA have estimated that there could be up to 150,000 responses, which require analysis within 4 weeks of consultation close. This rapid analysis is needed to enable Defra to meet legal deadlines to publish the Storm Overflow Reduction Plan before September 1st and then lay it before Parliament.

2. Statement of services

Objectives and outcomes to be achieved

The Supplier shall assess each consultation response in line with the process, approach and categorisations as agreed in the playbook for the agreed number of responses (the number of responses shall be agreed at the start of the engagement and be subject to change control throughout the engagement). Responses may be received via Citizen Space, letters, emails and other written responses as provided by the Water Quality team. The analysis should include an aggregation of general themes which emerge through the responses.

- All non-duplicate responses should be read by a team member (Natural Language Processing and other analytics should only be used for identifying duplicate and near-duplicate campaign responses and/or prioritising the process for analysis of the responses). Responses that are exact duplicates of other responses will be automatically categorised based on the categorisation of the duplicate response that was read by a team member.

Fortnightly check-ins with Defra project lead and relevant members of the Water Quality team will be required throughout. This should include discussions at the start of the project around how responses are categorised and designated, with flexibility for ongoing discussions during the consultation period in case these need to alter.

- Start-up meeting – to be attended by [REDACTED]
- Regular conversations with the Water Quality team will also be required
- Fortnightly commercial review meetings to be held with Defra to review and track ongoing costs, review and forecast anticipated costs for the next phases of the work and highlight efficiencies that could result in cost reduction
- Project steering group, frequency of meetings, attendees and governance to be agreed in Phase 1.

Anticipated project timeline:

Consultation launch	Estimated 31st March 2022
Engagement start	31st March 2022
Weekly update reports	Throughout project



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Close of consultation	6 weeks after consultation launch
Interim report	2 weeks from close of consultation (estimated 27 th May 2022)
Draft final report	4 weeks from close of consultation (estimated 10 th June 2022)
Final report	6 weeks from close of consultation (estimated 24 th June 2022)
Engagement Period	From the Engagement Start up until and including the Final Report date.
Project lead check-ins with Defra	Recommended daily or weekly as appropriate throughout duration

Publication

The final report will inform a government response to the storm overflows plan public consultation to be published on Gov.uk, alongside a summary of consultation responses. This report and summary will conform to the Gov.uk accessibility regulations. Defra will always reserve the right to determine if and how results should be published.

In addition, Defra seeks opportunities to publish findings more widely and disseminate project findings amongst key stakeholders.

Scope

Phase 1 (Estimated duration – 2 weeks and subject to dependencies): Initial scoping, technology and resource setup, and playbook creation and approval from the Business Area. The purpose of the playbook is to provide a documented process for consultation response review that can be referred to throughout the engagement. The playbook will cover review analysis design, technology setup and analytics approach, quality control/quality assurance (QC/QA) framework, initial review results reporting methodology and format, approach for consultation response review and final report methodology and format. The Supplier will prepare the playbook, which will require approval from the Business Area before proceeding. The Business Area will provide the initial categories to be used by the Supplier during the response review, and these will be reviewed and adjusted throughout the project as responses are received.

Phase 2 (Estimated duration – 3 weeks and subject to completion of Phase 1): Analysis of initial consultation responses to organise workflows and deploy analytics to identify duplicates/near-duplicates, training of document review team, initial pilot phase of response review (including quality control and assurance) through Relativity (the review platform) to validate approach and resolve any queries.

Assumes ~10-20% of all responses received are reviewed in this phase.

Phase 3 (Estimated duration – 4 weeks): Full-scale review through Relativity (the review platform) of the remaining consultation responses (including quality control and assurance), along with production of the quantitative initial findings report. This initial findings report will not be Deloitte branded.

Assumes remaining 80-90% of all responses received are reviewed in this phase.



Phase 4 (Estimated duration – 4 weeks): Shall encompass any remaining wrap-up of response review, as well as production of the qualitative final consultation report via the Supplier's SMEs. This final consultation report will be used to facilitate and inform the Business Area's official response, and it will not be Deloitte branded.

Technology (all phases): Relativity is the Supplier's data hosting, review and analysis platform used to host, analyse, and organise the survey responses for review and categorisation. Initial input on playbook and workflow design, processing and loading documents, technical support for document review and client teams, analytics and reporting, and deployment of Relativity to host up to 150,000 documents for the Engagement Period. Relativity is a tool the Supplier will use to facilitate our review and analysis and is not a Deliverable itself.

Response Retrieval

The Supplier and the Business Area will agree in Phase 1 whether the Supplier or the Business Area will be responsible for the retrieval of responses from Defra systems. If it is determined the Supplier will hold this responsibility, the Supplier will use Defra-supplied laptop and email account to access the systems that hold the responses to retrieve the responses on a periodical basis. If the Business Area holds this responsibility, they will transfer the responses to the Supplier per the schedule in the Deliverables section below.

Quality Assurance

The Supplier will produce a quality plan at the start of the project that will include training and accrediting document reviewers and quality checkers. Once a document reviewer is accredited a sample of their work will be quality checked. The sample size will be agreed with the Business Area in Phase 1 and subject to the change management process thereafter on agreement with the Defra commercial team. The Supplier will also include in the quality plan the quality assurance process for the initial and final reports, which will be agreed with the Business area in Phase 1 and subject to the change management process thereafter.

Mobilisation

Phase 1

- Deploy the Supplier's leadership and delivery teams.
- Agree objectives and a project plan with the Business Area.
- Establish and implement the governance framework and project management including a RAID log, meeting cadence and reporting.
- Provide the Supplier's teams with access to a Teams site for project documentation.
- Deploy Relativity to host up to 150,000 documents for the Engagement Period.
- Agree on a data delivery schedule.
- Review the survey forms, confirm data formats and train Relativity to process them.
- Create a data repository for Relativity and agree how the survey data will be accessed securely.
- Design of the draft and final report format.
- Design of the draft and final playbook.
- Develop document review workflows, analytics and reporting.

Phase 2

- Onboard and oversee the document review and quality teams who will be experienced paralegals.
- Implement document review workflows, analytics and reporting.
- Review and categorise responses according to the playbook.



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Data Handling

Please see Data Protection Schedule in Section 8, to be refined during Phase 1.

Exit Plan

The Exit Plan will be agreed between the Supplier and the Business Area during Phase 1.

Assumptions and dependencies

Project Assumptions

1. Estimated costs are based on between 75,000 and 150,000 responses received.
2. Costs are based on estimates provided by the Business Area of 9 closed questions and 1 open question within the consultation. The Business Area has provided the following assumptions regarding the open questions, which the Supplier has relied on for the cost and effort estimates provided: 50% of open-ended questions will not be answered, with 25% having short-length responses, 20% having medium-length responses, and 5% having long-length responses. Short, long and medium defined respectively as: 2 minutes review time per question on average; 4 minutes review time per question on average; 8 minutes review time per question on average.
3. Timelines are based on and subject to the completion of the responsibilities of both the Supplier and the Business Area without undue delay.
4. 95% of responses will be submitted through Citizen Space, allowing automatic aggregation of closed-ended questions.
5. 70% of responses will be submitted as a result of campaigns. Of these, 25% are expected to be identical and 75% are expected to be similar/near duplicates. No manual review will be required on identical responses.
6. The open-ended question will have 10 to 20 buckets/categories for the reviewer to assign based on the response. To the extent subcategories are being used, each of these will count towards the total number of buckets/categories.
7. Costs are based on agreed assumptions of the number of non-campaign, campaign-influenced, and campaign-identical responses, and assumptions on the amount of time it will take to analyse each.
8. Unless otherwise agreed at the weekly progress meetings, all work will be performed remotely.
9. The associates will not be considered subcontractors.

Dependencies

1. The Business Area must provide the initial categories to be used in the response review prior to the Supplier finalising the playbook.
2. The Business Area must provide approval of the playbook within timescales, including the review analysis design, initial review results methodology and format, and final report methodology and format, prior to the Supplier commencing services outlined in Phases 2, 3, and 4.
3. The Business Area must either: (1) deliver the consultation responses to the Supplier via the dates specified in the Deliverables chart below, or (2) provide the Supplier access to a Defra laptop and email account, along with any necessary support and training to access the consultation responses, by the date specified in the Deliverables section below.



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Risk management

Below are the key risks that may have an impact on Supplier's ability to satisfy its obligations under the timeframes and estimates set out within this Engagement Letter. The Supplier will monitor and notify the Business Area within a reasonable time if any of the below occur during the course of the engagement.

- Greater than 150,000 responses may be received. The fortnightly commercial review meetings to be held with Defra will track, review and forecast anticipated costs and volumes for future phases of the work, and if there is a risk that those forecasts could exceed estimated cost or volume figures, they will manage the work to maintain costs within agreed budgets.
- The proportions of non-campaign, campaign-influence and campaign-identical responses may differ to that assumed.
- Assumptions relating to average time taken to read responses may be inaccurate and fees / costs may vary from the estimates provided.
- There is an extension to the consultation period which impacts the dates for the key milestones and deliverables.
- The response data transferred by the Business Area to the authority may be corrupted or not available in suitable formats to be agreed between the Supplier and the Business Area for processing by the Supplier or may not arrive in time for the Supplier to meet the key milestones.

Deliverables

Creation of playbook containing detail of framework to be used to analyse responses. The Supplier will prepare the playbook, which will require approval from the Business Area before proceeding with the response analysis. The Business Area will provide the initial categories to be used by the Supplier during the response review, and these will be reviewed throughout the project as responses are received.

If required, the Business Area will provide the Supplier with a Defra-issued laptop and email account, along with any necessary support and training, to enable direct access to responses for retrieval.

Weekly update reports throughout the period that the consultation is live (and 4 weeks following close) outlining:

- Number of responses received so far
- Key themes highlighted by responses
- Summary of responses from key stakeholders (to be specified by Defra)
- This is particularly important during the 4 weeks from consultation close to production of the interim report to allow policy teams to consider emerging analysis.

To produce an interim report, draft final and final report summarising the main points and themes raised in responses to the whole consultation, as well as a summary in relation to each consultation question. Reports will also confirm the number of respondents and provide a breakdown of their interests and the sectors.

- The interim report will provide sufficient information for the Water Quality team to provide detailed advice to ministers so that final decisions on policy can be made.
- The final report will inform the published summary of responses and government response.
- Complete the analysis and interim report within 4 weeks of consultation close, with a draft final report being shared within 6 weeks of close and final report within 8 weeks.



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- Agree report structure with the Business Area, to include executive summary; introduction; number of responses; relevant statistics on responses; and detailed analysis of questions (groupings to be agreed). Where relevant, reports will integrate findings analysed by policy teams from events held within the consultation period.
- As an annex to the report, supply the final agreed code frames per question and datasets created for the qualitative responses.

The precise content of the playbooks and reports will be agreed by the Supplier and the Business Area in Phase 1 and subject to change control thereafter.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Phase 1			
Response categories	Delivery to Supplier of categories to be used when analysing the responses	1 st April 2022	Business Area (Defra)
Draft final playbook delivered to the Business Area	Delivery of draft final playbook by Supplier to the Business Area	6 th April 2022	Document Review Lead
Draft interim report format delivered to the Business Area	Delivery of draft interim report format by Supplier to the Business Area	6 th April 2022	Reporting Lead
Draft final report format delivered to the Business Area	Delivery of draft final report format by Supplier to the Business Area	6 th April 2022	Reporting Lead
Defra-issued laptop and email account (if required)	Delivery of Defra-issued laptop and email account to Supplier	8 th April 2022	Business Area (Defra)
Playbook approved	Playbook approved by the Business Area	8 th April 2022	Business Area (Defra)
Interim report format approved	Interim report format approved by the Business Area	8 th April 2022	Business Area (Defra)
Final report format approved	Final report format approved by the Business Area	8 th April 2022	Business Area (Defra)
Initial delivery of consultation responses to Supplier	Delivery of initial consultation responses to Supplier	8 th April 2022	Business Area (Defra)
Project Phase 2			
Weekly update reports	Delivery of report	Weekly	Reporting Lead



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Second delivery of consultation responses to Supplier	Delivery of second set of consultation responses to Supplier	22 nd April 2022	Business Area (Defra)
Project Phase 3			
Weekly update reports	Delivery of weekly reports	Weekly	Reporting Lead
Final delivery of consultation responses to Supplier	Delivery of final set of consultation responses to Supplier	13 th May 2022	Business Area (Defra)
Interim Report	Delivery of interim report (approved by the Business Area (Defra))	27 th May 2022	Document Review Lead
Project Phase 4			
Draft Final Report	Delivery of draft final report (approved by the Business Area (Defra))	10 th June 2022	Document Review Lead
Final Report	Delivery of final report (approved by the Business Area (Defra))	24 th June 2022	Document Review Lead
Internal Capability Development Outcomes			
Not applicable			
Social Value Outcomes			
Not applicable			

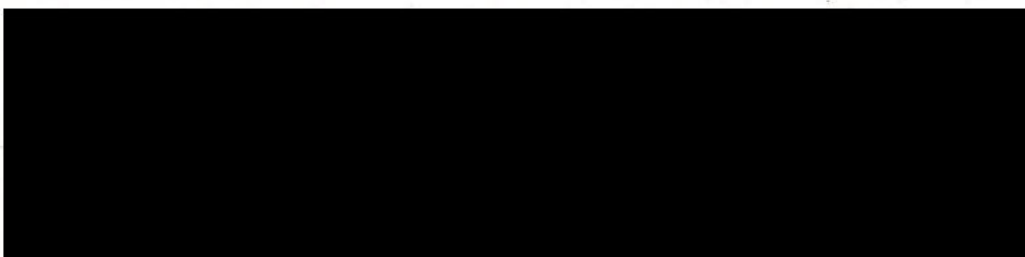
Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.

The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC and the Supplier.

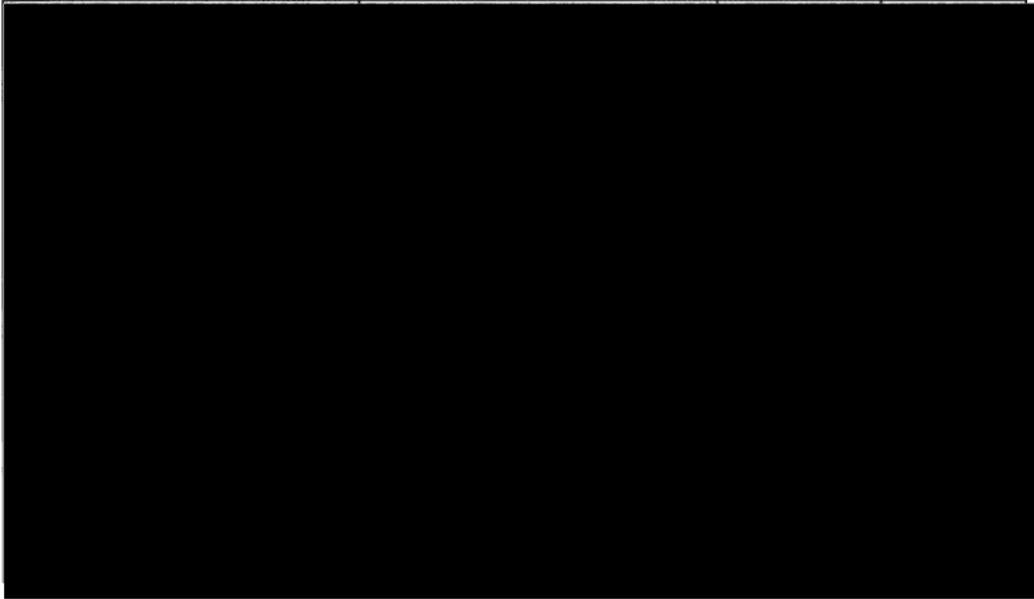
3. Delivery team

Fee calculations will be based on time and materials using the below daily rates.





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Business Area's team



4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. The estimated fees (based on actual time and materials incurred) for the scope of work detailed in this Engagement Letter will be between £230,000 - £440,000 inclusive of £5,000 Relativity costs and excluding VAT assuming a scenario where there are between 75,000 and 150,000 responses (see Expected Costs 21/22 and 22/23).

Provide costs for any particular stages to the engagement (the estimated costs in the table below are based on a scenario with 150,000 responses, in accordance with the assumptions stated above).



Stage	Estimated Cost – 75,000 Responses	Estimated Cost – 150,000 Responses	Deliverable Due Date (link to milestone dates)
Phase 1			DD/MM/YY
Playbook completion Interim report format Final report format	£30,000 - £47,000	£30,000 - £47,000	8 th April 2022
Phase 2			
Weekly Update Reports	£43,000 - £60,000	£60,000 - £88,000	29 th April 2022
Phase 3			
Weekly Update Reports Interim Report	£80,000 - £115,000	£133,000 - £192,000	27 th May 2022
Phase 4			
Draft Final Report Final Report	£33,000 - £50,000	£33,000 - £50,000	24 th June 2022
Technology			
	£44,000 - £63,000	£44,000 - £63,000	N/A
Grand total	£230,000 - £335,000	£300,000 - £440,000	

Expenses statement

Defra Group overarching contract rates include expenses for any travel to/from any UK location defined by the Business Area as the base office for the work. Only expenses for travel at the Business Area's request from this base can be charged. If appropriate, define permissible expenses to be charged.

Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The Supplier will keep an accurate record of time spent by staff in providing the services and provide this information and supporting narrative, if requested.

5. Governance and reporting

As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:

- Completion of the time tracker on a fortnightly basis, to track days worked by our consultants
- Weekly update reports
- Fortnightly resourcing session with project lead and commercial lead to update cost forecasts
- Project steering group (frequency and membership to be agreed in phase1).

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement (KPIs to be agreed in Phase 1).

Phase 1

Playbook, interim and final report format approved (8th April)

Phase 2

Weekly response reports (weekl)

Phase 3

Weekly response reports (weekly)

Interim report (27th May)

Draft Final Report (10th June)

Final Report(24th June)

Feedback and satisfaction

Business Area and Supplier to agree regular reporting intervals for the duration of the engagement.

Defra Group reserves the right to hold review meetings during the assignment, discussing what went well, opportunities for improvement on future assignments and similar. This will incorporate any 'Show and Tell' documentation or transferable products that have been produced.

A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

Non-disclosure agreements

The overarching MCF2 framework include NDAs. No additional NDA requirements are required.

6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:

The contract will be concluded following receipt of all deliverables detailed above.
An Exit Plan will be agreed between both parties during Phase 1. This will include the data handling requirements and timeframes for return of all Defra owned Data and Outputs created through the duration of the Contract.

Notice period



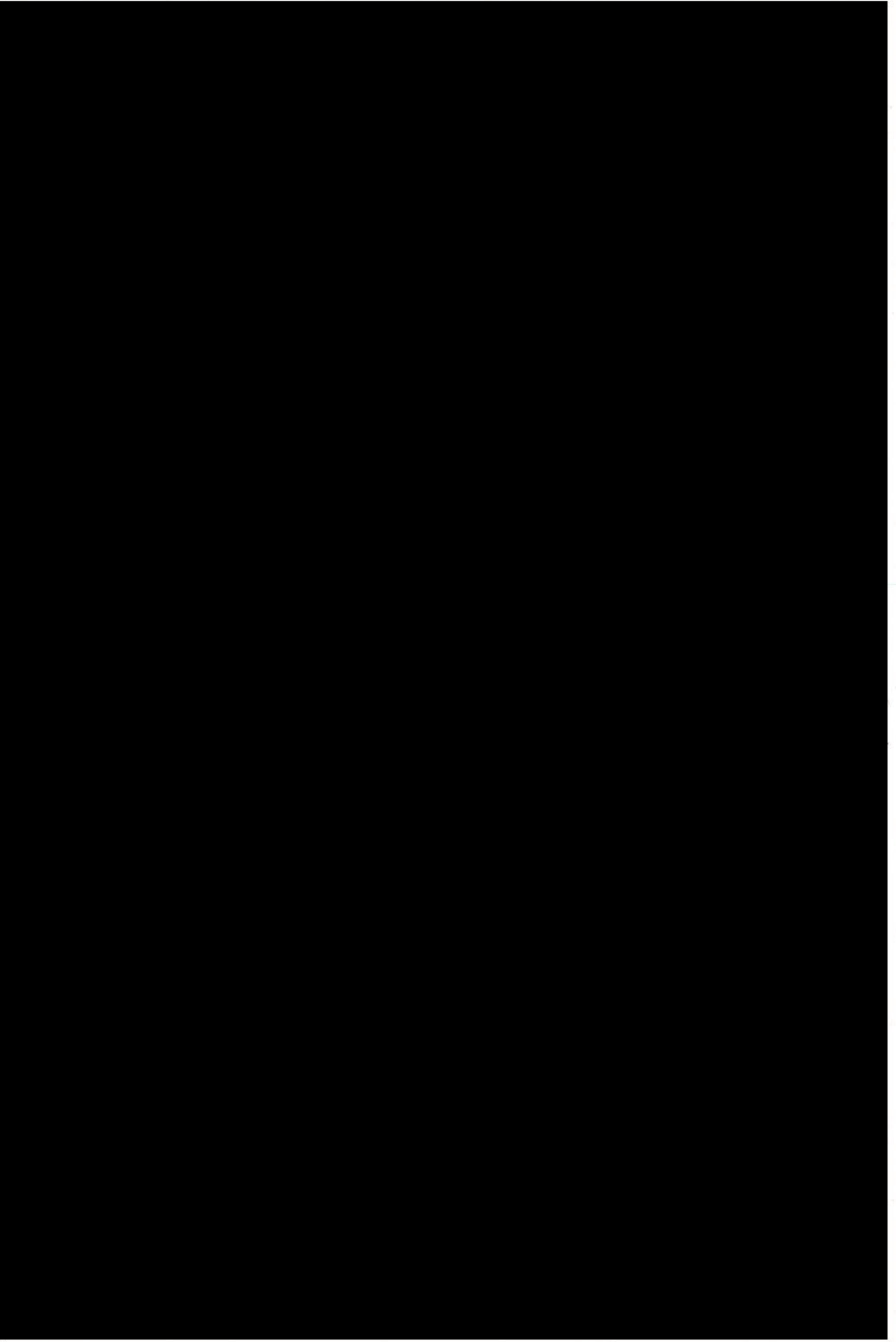
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The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.

1. Business Area identifies a potential need for delivery support, initiates a conversation with DgC, confirms which approvals are required for an engagement to occur, e.g. Consultancy Governance Board if over £100k or DgC Corporate Services Delivery Board if under £100k.
2. Request Form completed by Business Area and submitted to DgC at:
[REDACTED]
3. The form is reviewed by the DgC team around which resource route is most appropriate (e.g. Lots 1/2/3) and may request additional information/edits from the Business Area if required.
4. Lot / Supplier is selected and briefed on the request by DgC, then introduced to the requesting Business Area for further discussion and confirmation of work to be delivered
5. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the DgC for review by the Consultancy Governance Board (CGB). Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ DPEL agreed ▪ DPEL signed: Supplier, Dept and CO ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work



The first part of the paper discusses the importance of the research and the objectives of the study. It then presents a literature review of the existing research on the topic. The second part of the paper describes the methodology used in the study, including the data collection and analysis techniques. The third part of the paper presents the results of the study, and the fourth part discusses the implications of the findings and provides conclusions.

The results of the study show that there is a significant positive correlation between the variables studied. This finding is consistent with the previous research in the field. The study also found that the proposed model is a good fit for the data. The implications of the findings suggest that the research has practical applications in the field. The conclusions of the study are that the research objectives have been achieved and that the findings are significant.

The study has several limitations, including the sample size and the scope of the research. Future research should address these limitations and build on the findings of this study. The study is a contribution to the knowledge in the field and provides a basis for further research. The research is a valuable addition to the literature and has the potential to inform practice in the field.

